USAID IRAQ ADMINISTRATIVE REFORM PROJECT
MONTHLY PROGRESS REPORT - OCTOBER 2012

USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - OCTOBER 2012

Contracted: AID-267-C-11-00005

Iraq Administrative Reform Project

MANAGEMENT SYSTEMS INTERNATIONAL

A SUBSIDIARY OF COFFEY INTERNATIONAL, LTD

600 Water Street, SW, Washington, DC 20024, USA
Tel: +1.202.484.7170 | Fax: +1.202.488.0754
www.msiworldwide.com

coffey
international
development

Please do not circulate this report without due consideration of security issues in Iraq.

TABLE OF CONTENTS

LIST OF ACRONYMS

AD	Administrative Decentralization Component
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency)
CB	Education Capacity Building Initiative
CBO	Capacity Building Office (USAID)
CoM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
CoI	Commission of Integrity
COR	Contracting Officer's Representative/USAID
CoR	Council of Representatives
CoS	Chief of Staff
CSR	Civil Service Reform Component
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
ECBI	Education Capacity Building Initiative
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GO	Governor's Office
GZ	Green Zone (See IZ)
GoI	Government of Iraq
GSP	Governance Strengthening Project (USAID)
HC	High Committee for Civil Service Reform
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
IDMS	Iraq Development Management System
INMS	Iraqi National Monitoring System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture
MoD	Ministry of Defense
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affaires
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoI	Ministry of Interior
MoIM	Ministry of Industry & Minerals
MoJ	Ministry of Justice
MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced

MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoSPA	Ministry of State for Provincial Affairs
MoSWA	Ministry of State for Women's Affairs
MoST	Ministry of Science & Technology
MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCCIT	National Center for Consultancy and Information Technology
NDP	National Development Plan
NGO	Non-government Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office)
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PCSC	Provincial Civil Service Commission
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine^{TM}
SAB	Supreme Audit Board
SES	Senior Executive Service
SIDA	Swedish International Development Agency
SoW	Scope of Work
SOP	Standard Operating Procedures
TA	Technical Assistance
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID-*Tarabot*[1]) for the period October 1 - 30, 2012. The Monthly Report for November is due on December 2, 2012.

EXECUTIVE SUMMARY

- **Provinces seek greater role in policy-making.** Twelve participants, including seven women, from the Provincial Councils of Najaf, Wasit, Maysan, and Diwaniyah discussed the role of the provinces in public policy. The team agreed to assist six councils to develop policy offices and will continue outreach to other provinces. It is hoped that these efforts will produce a more inclusive, nationwide policy process.

- **Women-focused policy.** Eighteen women representing NGOs and civil society organizations attended a National Policy Management (NPM) roundtable on public policy at the Council of Minister's Secretariat (COMSEC). They highlighted the need to lobby the government for improved primary healthcare, greater access to modern education, and support for small business development. The group agreed that information leads to empowerment, and that the active engagement of women in policy-making, advocacy, and networking enables not only participation, but influence.

- **Basrah conference on administrative performance.** Over 170 participants, including Saleh Mehedi, President of the Provincial Diwan and William Grant, Counsel General of the United States, attended a conference on improving administrative performance, in Basrah.

- **Go-Ahead for Babil Office.** The Deputy Governor of Babil province issued an order to provide USAID-*Tarabot*'s civil service reform team an office in the Human Resources Department. The office will enable CSR advisors to work closely with HRD staff, providing hands-on implementation of technical assistance, and directly overseeing the operationalization of all HRD functions.

- **Parliament Ratifies Provincial Directorates.** Parliament ratified an amendment to a Ministry of Labor and Social Affairs (MoLSA) law requiring the formation of general directorates in 15 provinces. This is in compliance with the Iraqi constitution statutes on decentralization, and an important step toward transferring powers to the provinces.

- **COMSEC mandates IDMS.** The Council of Ministers Secretariat (COMSEC) issued an order to 14 ministries and the Baghdad municipality, instructing them to use the Iraq Development Management System (IDMS) for submitting capital investment proposals and for monitoring existing projects. Developed by the USAID-*Tarabot* team, in cooperation with UNDP, the IDMS will allow for better monitoring of capital investment projects.

- **New OD and QM departments adopted.** The Deputy Minister of Labor and Social Affairs agreed to establish a permanent organizational development (OD) department this month, and COMSEC and Diyala Governor's Office agreed to establish a quality management (QM) department. The new departments will help bolster the organizational structure of both ministries and contribute to better services to the public.

- **FCSC strategic plan finalized**. The Federal Civil Service Commission (FCSC) plan was completed this month. Strategic goals and an action plan for implementation and monitoring were outlined. The

---

[1] For brevity and convenience the Administrative Reform Project is referred to in the text by its Arabic name, *Tarabot*, meaning "Linkage".

plan calls for a quick start-up and immediate technical assistance to FCSC's chairperson and commissioners.

Events: The USAID-*Tarabot* project engaged in a wide variety of activities during October, despite the Eid Al Adha holiday that took place at the end of the month. The following description accounts for the numbers and types of events delivered.

Total Events: USAID-*Tarabot* teams held 188 events (workshops and formal meetings) during October.

Locations: 97 of these events were held at locations in Baghdad, while 91 were delivered on location in 14 provinces.

Type of Event: 176 events were formal assessment meetings, action planning, or implementation workshops. 12 events were introductory meetings.

Institutions: 106 of these events were with 26 ministries; 53 events supported the governors' offices; 17 events were directly with the executive offices; 4 events were with Provincial Councils; and, (8) events were attended by a mix of GoI counterparts specified above.

***Tarabot* Components**: 37 events were carried out by the civil service reform component, 19 by the national policy management component, 125 by the administrative decentralization component and 7 by the education capacity team.
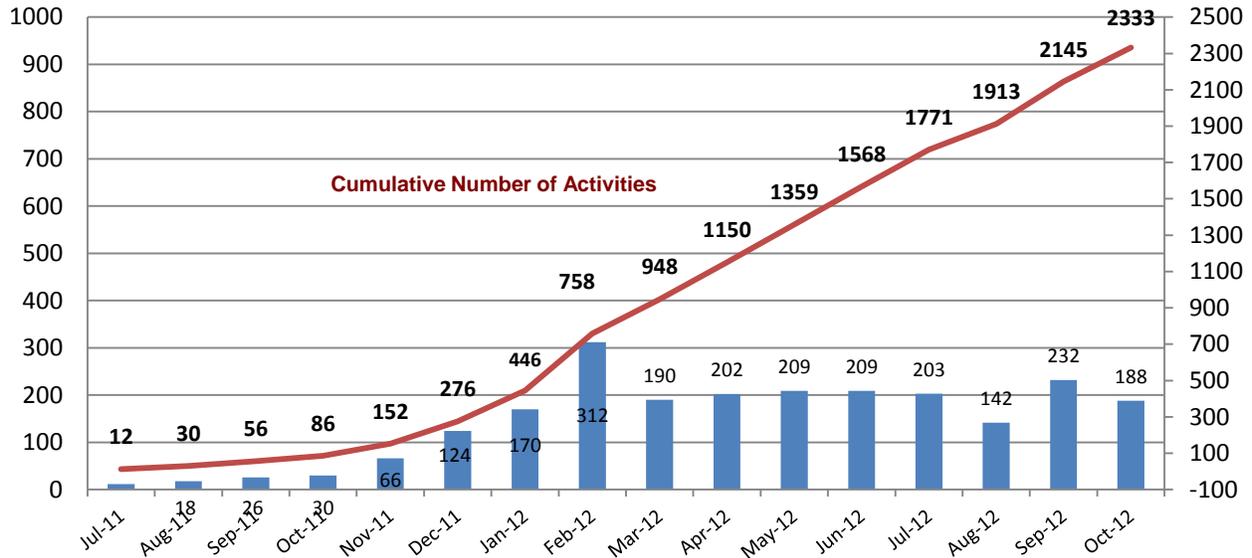
CIVIL SERVICE REFORM

1.1 Working with HC and PSM on Civil Service Overhaul, Cooperation, and Follow-up with Ministries and Provinces on Implementation Process

Based on a model provided by the USAID-*Tarabot* Civil Service Reform (CSR) team, the High Committee (HC) continued to draft a work plan for the 2012-2013 Government of Iraq (GoI) fiscal year. In addition to the legislative reform, committee members also decided to add a human resources management component (HRM) to the plan. The member of the Prime Minister's Advisory Council (PMAC) in charge of international cooperation briefed members on some cost share issues in order to avoid misunderstanding and alleviate concerns. The HC suggested increasing their coverage to 25 ministries and all provinces, and after outlining the difficulties in gathering the resources to undertake this effectively, the CSR advisor recommended that they consolidate their progress in the current ministries and provinces. This will allow a stronger and more credible model to be extended to additional government entities as required.

1.2 Civil Service Legal Reform

The HC continued to work with the Shura Council to review the draft Civil Service Law. The council debated the structure of the Senior Executive Service (SES), with the HC proposing three levels within the SES, and the Shura Council suggesting two.

1.3 Human Resources Management

The CSR team initiated a process of analyzing training needs assessment (TNA), for the Ministry of Finance (MoF) Training Centre. The team, including the new CSR senior advisor for training and development (T&D), conducted a technical assistance session with the MoF managers of the human resources department (HRD) and the training and development (T&D) section. The participants defined T&D's role and relationship with the training center, and the adviser identified obstacles.

Follow-up sessions were conducted with the training centers and T&D officials from the Ministries of Agriculture, Health and Industry & Minerals. The team discussed roles and responsibilities and the current TNA progress, and agreed to train 2-4 people to assist the MoIM T&D manager complete a thorough TNA. During the MoA session, participants agreed that the T&D section would conduct the training needs analyses for the administrative, financial, legal and planning departments of the Ministry. The TNA will help the ministry to prepare an annual training and development plan for government training divisions.

1.3.1 Human Resources Management Provincial Coordination

The CSR team continued assessing the activities and responsibilities of the provincial HRD sections. The team assessed the HR planning section against the approved structural requirements of the province of Diwaniyah. In Ninawa governorate, the team met with the HRD manager and the head of the T&D section to discuss performance appraisals. It recommended a phased approach, starting with three to four

employees and gradually expanding to evaluate the performance of all the Governor's Office (GO)

Meeting with Governor of Babil

employees. Additionally, they briefed the Babil, Dhi Qar and Wasit GOs on the development of the HRD sections and discussed plans for further refining the responsibilities of each. It also assisted the Dhi Qar HRD to finalize the organizational structure of the department.

In Baghdad, the CSR team met with the Deputy Manager of the HRD in the governorate. The office plan and employee distribution of the new governorate building was discussed in order to explore the development of the terms of reference (TOR) for its network infrastructure. The team will follow up with the IT manager and the other directorates within the governorate.

In Najaf, the team assisted the job description working group to finalize job descriptions for the T&D, staff affairs, data, personal files, recruitment and staffing and the retirement section of the HRD.

CSR advisors discussing HRM progress with GO officials

Advisors met with officials from the Basrah GO, including the HR manager and the heads of performance appraisal and information technology sections. They discussed guidelines and an action plan to assess the hardware, network infrastructure, applications, manpower, and data availability for the HR and IT departments. They agreed on a methodology for gathering and sorting employee information.

Babil and Dhi Qar GOs issued official orders to provide equipped offices to the CSR team, within the GO building. The new offices will enable CSR advisors to work more closely with the HR office on the implementation of all HR functions.

1.3.2 Human Resources Management Information System

The CSR team finished the process-mapping of recruitment: selection, job analysis, and job descriptions, and generated graphical representations of the processes. The team continues to develop the remaining process maps.

On the provincial side, the team continued to work with the Baghdad GO to assess the manpower and offices layout for the old governorate building and other district offices. The team is drafting a report on the findings of an assessment to install the Human Resource Management Information System (HRMIS) in the Baghdad Governorate The report will be submitted to

CSR meets with HRD manager of Baghdad Governorate

the High Committee, and upon approval, the necessary tools and infrastructure will be

---

procured to implement the system. The team also followed up with the Basrah GO on the progress of data collection and an assessment of the manpower and office layout of the governorate building.

In Babil, advisors met with the manager of the GO, HR Manager, and the manager of information technology of the governorate to assess its network infrastructure and to explain the requirements for establishing HRMIS.

1.4 Federal Civil Service Commission

The team finalized a strategic plan to establish the Federal Civil Service Commission (FCSC). It includes a logical framework for FCSC's strategic goals and an action plan for implementation and monitoring. Outputs include the establishment of a structure that achieves the outlined core functions, as well as the enactment of public administration policies, in accordance with FCSC law 4 of 2009. The plan calls for a quick start-up and immediate technical assistance to FCSC's chairperson and commissioners. Over the next three years, FCSC will be established and will sustainably manage the public administration and civil service entities across Iraq. The plan details the FCSC's legal framework, its direction and vision, mission, values, core functions, goals and activities, milestones, and implementation plan.

The CSR team began drafting non-supervisory job descriptions for the FCSC. The descriptions for the 116 positions will be based on defined functions, structure, and responsibilities from the commission. Previous assessments of the FSCS' staffing needs led to the completion of job descriptions for 54 supervisory positions, including Deputy Director, Director, and Director General. The job descriptions will enable the organization to identify the most suitable candidates in terms of qualifications, experience and skill-sets.

1.5 Provincial Civil Service Commissions

The CSR team drafted model legislation to establish Provincial Civil Service Commissions (PCSCs). The legislation was drafted on the principles of equality, merit, competency, and fairness, pursuant to article 16 of Federal Civil Service Commission Law 4 of 2009. The legislation has six chapters covering the establishment, organizational structure, and duties of PCSCs. The goal of establishing PCSCs in each province is to both improve performance, and manage the development of a provincial civil service system free of political influence. The team is assisting provincial authorities to enact PCSC legislation, in line with the model legislation, by establishing a task force in target provinces. The task force will consist of representatives from the Provincial Council and the Governor's Office (GO). Working sessions were conducted, this month, with local government officials from Basrah, Muthanna, Wasit, Dhi Qar.

The CSR team discussed article 16 of the FCSC law, as related to the mandate of FCSC and provincial civil service commissions (PCSC), with the chairman of the Diyala Provincial Council. The Chairman asked the advisors to train his staff on the duties and responsibilities of the PCSC. He also sought assistance in drafting legislation to establish a PCSC in the province.

CSR advisor meets with Diyala provincial council chairman

1.6 Federal Civil Service Institute (FCSI) and Training Centers in Ministries

The CSR team finalized an implementation plan to establish the Federal Civil Service Institute (FCSI). FCSI is a national institution that will lead and monitor the training of civil servants throughout the government. It is mandated by Federal Civil Service Commission Law 4 of 2009. The implementation plan identifies nine core operations: 1.) define functions and organizational structure, 2.) define roles and responsibilities of the FCSI and its divisions, 3.) identify staffing needs, 4.) prepare job descriptions, 5.) develop internal rules and operating procedures, 6.) recruit staff based on merit, 7.) provide staff induction training 8.) develop standards for civil service trainers; 9.) draft a strategic plan and work plans.

NATIONAL POLICY MANAGEMENT

2.1 Regulatory Reform

The NPM team briefed Thamer Ghadban, the Chairman of the Prime Minister's Advisory Council (PMAC), on the progress of the Iraqi Solutions for Regulatory and Administrative Reform (ISRAR) advisors in the core areas of regulatory reform, business registration, construction permits, and import-export licenses. They confirmed that the reform packages could be delivered to him, and the Prime Minister's Chief of Staff, Dr. Hamid Ahmed, for endorsement by November. He was pleased with the

Roundtable on regulatory reform

progress report and agreed to host a media discussion on ISRAR.

In October, the ISRAR team completed a series of 12 sessions with public and private sector stakeholders designed to recommend reforms for business start up, construction licensing, and international trade procedures. Based on the recommendations of the working groups, the ISRAR team will draft three reform packages and engage key stakeholders to build political support for implementing the proposed reforms. As part of the strategy to generate political support, the ISRAR team met with the head of the State of Law Block from Parliament to brief him on the reform packages and to discuss approaches to reforming laws. The influential political bloc leader agreed with the scope of the proposed reforms, and pledged his support to secure approval from the legal and economic committees in parliament.

Several meetings were conducted with the Director General and Deputy Director of the Center of Standardization and Quality Control (COSQC) under the Ministry of Planning to elicit their support for eliminating the import/export licensing requirements set by the Ministry of Trade. Since the Ministry of Planning will implement its own pre-inspection of goods in the country of origin, many of the licensing and inspection requirements used by the Ministry of Trade and Customs Department will become redundant. The DG of quality control expressed support for the reform recommendations.
The Ministry of Trade, World Bank's Private Sector Development Center, and USAID-*Tijara*, held a roundtable meeting to review recommendations for improving the government's business registration process. The Minister of Trade expressed support for the following ISRAR recommendations: businesses should register with social security, legalize their accounting books, obtain sector licenses, and eliminate the requirement to hire an attorney for registration.

The High Judicial Council reviewed the regulations for an online registry and is working to customize the system. The new system will build on the capabilities of the Iraq Legal database by adding several key features, such as an improved search function, an expanded list of legal instruments, and electronic legal forms. The system is scheduled to go online in November.

The National Policy Management (NPM) team met with the advisor to the Deputy Prime Minister (DPM) for Energy. The team briefed him on the assistance they can provide to develop alternative energy and energy efficiency policies. The official was interested in the ISRAR's efforts to improve business registration for new companies, import-export licensing, and construction permits. He promised to inform the DPM that NPM team seeks his support and assistance to win the support of other ministers.

ISRAR advisors met with the senior economic advisor to the Ministry of Trade (MoT), to review business registration and import/export licensing reform recommendations. Support from the MoT is critical since many of the legal instruments involved fall under their authority. The MoT advisor expressed support for reforming the regulations related to capital controls and agreed to review the other reforms presented by ISRAR so he can discuss them in the follow-up meetings scheduled in the coming weeks.

ISRAR advisors facilitated a series of workshops to produce recommendations for reforming the import/export process. They presented specific options for reform that focused on eliminating licenses for most products and controlling trade at the border through customs procedures, rather than through Ministry of Trade licensing. The advisers suggested a number of documentation requirements that could be reformed, particularly those relating to certificates of origin and pre-inspection.

The team held a workshop, the final workshop in a series of four, to develop recommendations for improving the process of issuing construction permits. The workshop, attended by officials from the Ministry of Municipalities & Public Works (MoMPW), Baghdad Municipality, and representatives from the private sector, aimed at discussing the challenges faced in obtaining building licenses for commercial and industrial buildings. Advisers presented a series of recommendations, such as consolidating the licensing approval from the various government entities, issuing building licenses in municipal directorate one-stop-shop units, and setting time-limits for issuing approvals using the concept of "Silence is Consent".

2.2 Office of Policy Development in PMO

The NPM team met with Chairman of PMAC, to review an NPM study of Prime Minister's agenda of priorities PMAC chair agreed to hire at least one IT person to manage the policy website developed by the NPM team.

NPM conducted a workshop with nine advisors of the Prime Minister's Office of Policy Development (OPD) to plan the research and formulation of policy papers. The advisors of OPD decided to develop eight national policies on *Desertification*; *Groundwater Abstraction*; *Procedural Policy for Monitoring Iraq Budget Execution*; *Youth Unemployment*; *Teacher Procedures for Faculty Ranking*; *Brain Gain of Iraqi Academicians*; *Procedural Policy for Admission to University*; and *The Postal Service in Iraq*. Having defined the policy issues, the advisors are now gathering evidence to support their recommendations.

The team met with the coordinator of cost share funds from the Prime Minister's Office of Policy Development (OPD), to discuss the upcoming quarterly cost share plan for ISRAR and public policy offices. The OPD official said she is waiting for the Ministry of Finance's approval to implement cost share funds and asked NPM to prepare a budget breakdown

Meeting with MoMD Minister

for each spending unit. The Presidency Diwan and Ministries will be responsible for making their own cost share agreements.

2.2.1 Office of Policy Development in the Ministries

In October, two new ministries asked for USAID-*Tarabot*'s technical assistance to strengthen their policy making capacity.

The Deputy Minister of Migration and Displaced welcomed NPM's assistance in establishing a policy unit in the Planning Directorate, and for training new staff dedicated to developing immigration policies. He was particularly interested in drafting policy on "*Brain Gain*". The Deputy Minister suggested nine staff to be assigned to the policy unit, and appointed his Director General (DG) of Planning to work with NPM.

NPM team met the Minister of Human Rights and his three DGs. They discussed the importance of public policy making in line with the Iraqi Constitution. Minister Muhammed Al-Sudani agreed that engagement in public policy is an essential and integral function of the Iraqi government. The Minister welcomed the technical assistance of NPM in setting up a policy unit in the ministry and educating his staff on public policy. He assigned his DG for planning and follow-up to coordinate with NPM.

Meeting with Minister of Human Rights

Meetings with Ministries of Industry & Minerals (MoIM), Trade (MoT), Electricity (MoE), and National Investment Commission (NIC) were held to finalize their technical needs and devise work plans for the next year.

Members of the MoIM public policy department outlined a work plan for NPM assistance in developing the industrial strategy governance, including legislative and regulatory frameworks, institutional arrangements, funding and co-ordination mechanisms. NPM advisors presented their approach to the work plan, with an emphasis on coordination between government entities to ensure consistent policy implementation.

NPM advisors met with the MoT's public policy committee (PPC) to discuss foreign economic relations. Representatives of both policy units from the ministry met with NPM as part of a commitment to unify policy making. The NPM team presented set forth the results-oriented operational approach, with a focus on strengthening trade-related analytical and negotiating capacity of Iraqi officials and creating opportunities for the Iraqi businesses through trade and investment agreements.

The MoE policy unit discussed developing policies related to the energy efficiency with the NPM team. They suggested that MoE produce a policy paper on the importance of energy efficiency to the GoI priorities, with a focus on enabling frameworks. The MoE asked NPM for assistance with the paper.

NPM advisors met with Director General of Legal and Administrative Division and the NIC public policy unit to assess their progress and agree on future activities. The DG will strengthen the policy unit by placing it under the supervision of the Chairman, which will allow it to develop GoI investment policies. He emphasized the importance of intra-governmental coordination and requested NPM assistance to facilitate close cooperation between NIC and line ministries. He suggested a One Stop Shop in NIC.

NPM surveyed 12 ministry staff who attended policy making workshops to assess the training course and to hear their recommendations. The survey covered policy development and implementation, monitoring & evaluation, standard operating procedures, and economic policies. The majority of respondents felt confident about their newly gained skills for modern public policy making in Iraq.

2.3 Office of Policy Development in President of the Republic's Diwan

The NPM team is assisting the Prime Minister's Policy Office, Presidency Diwan and Ministers to develop policy papers addressing the critical issues facing Iraqi citizens. In the area of higher education, the NPM team assisted the Presidency Diwan to write and submit a policy paper on "*brain grain*", which is designed to encourage the return of Iraqi professionals living and working abroad. The return of these professionals should lead to the faster reconstruction of Iraq and advance the country politically, economically, socially, technologically and educationally.

2.4 Policy Communication and Outreach

The NPM team met with Mr. Ali Al-Adeeb, the Minister of Higher Education and Scientific Research (MoHE) to introduce public policy methodology as stated by the Constitution and discuss opportunities for technical assistance. The team briefed the MoHE minister on its activities nationwide with special reference to the role universities and think-tanks can play in public policy. He was also briefed on the Carnegie Endowment's plan to visit and discuss partnerships with the Ministry, universities, and think tanks, to set up an Institute of Research in Public Policy in Iraqi universities. The minister agreed to meet with Carnegie during its visit.

Minister Ali Al-Adeeb discusses policy with NPM team

Two workshops were held for four Provincial Councils (PC) from Najaf, Wasit, Maysan and Diwaniyah. Twelve members, including seven women, discussed the mechanics of the public policy process and the role of provinces in that process. The NPM team presented their work plan to empower PCs to take an active role in public policy making by training them on policy development, policy implementation and evaluation. To date, the team has trained PCs on policy-making, including Baghdad, Ninawa, Babil, Muthanna, Kirkuk, Anbar, Salah ad Din, Diyala and Karbala.

The NPM team participated in two conferences, one hosted in Baghdad by the Civil Dialogue Forum think-tank, and one of which discussed "*The Independence of Election Process*". Seventy people attended, 40 of which were women. Participants exchanged views on critical issues, ranging from freedom of speech and the access to information law and election law, and how to build good relations with government and the parliament. Parliamentary committees agreed to follow-up on recommendations. The NPM provincial representative attended a two-day conference hosted by women's NGO, the Iraqi Cultural Forum, on September 28-29 in Babil. The focus of the conference was on Iraqi woman in contemporary society.

NPM presented a paper on "*Existing Iraqi Laws on Women Critiqued from the standpoints of Iraqi Constitution and International Laws*". Participants commented that they had a better understanding of the significance public policy studies can play in improving the status and conditions of Iraqi women in society. A list of recommendations was drawn up by participants and the Cultural Forum agreed to send their suggestions to different government agencies for follow-up.

2.4.1 Gender

Under the patronage of the Minister of State for Women's Affairs, Dr. Ibtehal Al-Zaidy, and in cooperation with the Ministry, the National Policy Management team (NPM) held a second roundtable on "*Public Policy and Women's issues*" at ComSec in Baghdad. Eighteen women, representing NGOs and civil society organizations, focused on female participation in the economic development of Iraq. The group agreed that the better informed you are, the more empowered you are, and the active engagement of women in policy-making , advocacy, and networking enables not only participation, but influence. They highlighted the need to lobby the government for improved primary healthcare, greater access to modern education, and support for small business development,

Women's roundtable discussion

and agreed to share their findings with other NGOs.

ADMINISTRATIVE DECENTRALIZATION

3.1 AD Component Wide

USAID-*Tarabot* and the Basrah Governor's Office held a conference on improving administrative performance this month. Over 170 participants attended, including Saleh Mehedi, Head of the Provincial Diwan, and William Grant, Counsel General of the United States.. There were frank discussions between the directors of the major service ministries and key provincial offices on the progress of joint *Tarabot*-Basrah Governorate programs, and a consensus that though much has been done, the challenges ahead are daunting. With a US$1.35 billion investment portfolio dedicated to improving services and building the provincial economy, it was clear that Basrah has much riding on the successful completion of these projects.

President of the Provincial Diwan speaks at Basrah conference

USAID and MoMD sign MOU

The AD component arranged the signing of a Memorandum of Understanding (MoU) between USAID and the Ministry of Migration and Displaced (MoMD), The agreement pledges USAID-*Tarabot* assistance in eight service areas: capital projects planning, procurement system reform, public finance management, project management, iraq development management system, one stop shop service centers, and organizational development and decentralization. The MoU also enshrines the ministry's agreement to to share the cost with USAID, to a total of $2 million, over the lifetime of the project.

3.2 Planning Advisory Unit

The planning team conducted workshops with the Babil and Ninawa steering committees on developing project selection criteria. Participants reviewed the objectives of the National Development Plan (NDP), in particular the he functional links between the provinces and the NPD. They also discussed the goals of the service, industry, energy, agriculture, and water resource sectors in the NDP. The team also conducted a needs-assessment of the environment and sewage directorate in Salah ad Din province.

3.3 Administrative Decentralization Support

Following a USAID-*Tarabot* proposal, the Ministry of Labor and Social Affairs (MoLSA) approved the creation of a decentralization directorate. The team met with a group of civil society organizations (CSOs) in Maysan to provide training materials on AD for dissemination, and to discuss the role CSOs can play.

The AD team met with Diwaniyah province administrative decentralization team to discuss further decentralization efforts and to form a team to lobby for additional powers for the governor, overcome administrative bureaucracy, and to better serve citizens. The Diwaniyah team is headed by the Deputy Governor and members of Diwaniyah PC committees.

Workshops were conducted for the Ministry of Industry and its state company for textile industries, and

Continued campaign on decentralization

the MoIM state Cement Factories in Basrah and Um Kasir, to explain the concepts, advantages and legal framework of administrative decentralization. Participants discussed what powers should be distributed to the DG, and suggested implementing a pilot project to assess the effects of decentralization on a specific factory within the governorate.

The decentralization team discussed the possibility of forming an administrative decentralization group with Mr. Mohammad Kiyani, the chair of Parliamentary regions and non-incorporated provinces Committee. The committee chair agreed to form a team for further discussion including health, environment, education, and services committee members and a USAID-*Tarabot* advisor.

A meeting was conducted with Ministry of State for Provincial Affairs (MoSPA) to review the challenges faced by administrative decentralization, and discuss a mechanism to enact laws to promote the concept. Participants agreed to submit the USAID-*Tarabot* recommendations to the Supreme Coordination Commission led by the Prime Minister.

3.4 Fiscal Management Advisory Unit

The fiscal management team introduced their services to the steering committee of the Ministry of Justice (MoJ). The Director General of Administrative and Financial Affairs agreed to meet the team to discuss

assistance for the implementation of the ministry's public fiscal management work plan. A follow-up meeting was held at MoT with the manager of the budget department to discuss the proposed work plan elements of public fiscal management.

The fiscal management team met the director generals of the water and sewerage municipalities of Salah Din, Karbala, Najaf, and Diwaniyah, to offer technical assistance, discuss financial reporting mechanisms, and look at the monitoring of provincial DG-level finances of line ministries.

Discussing implementation issues

3.5 Project Management Advisory Unit

The project management team held workshops and seminars, arranged pilot projects, and worked toward securing project management offices within several government entities. Advisors met with the state company of transport projects, from and the Ministry of Transportation (MoTr), to discuss the budget execution rates of 2012 projects, and the implementation of the Project Management Institute (PMI) system on a pilot project.

Workshops were held for the Ministry of Migration & Displaced (MoMD), Najaf GO, Basrah Technical College, and the Basrah Ports Company, to discuss the establishment of a PMI system and pilot project and to demonstrate its value. MoMD staff, including the Director General of Planning, agreed to apply a PMI system to a pilot project and assembled a team to prepare a project charter, stakeholder a project communication management plan, a project quality management plan, and a risk management plan. The Basrah Ports Company also discussed opening a project management office. In Najaf, the team met with the engineering group responsible for defining the scopes of work for project management. Representatives from the Najaf steering committee, the Construction Commission, and the Governorate all attended.

The project management team met with the Deputy Head of the Council of Ministers Secretariat (COMSEC), Mr. Obaid Mahel Feryah, to discuss establishing a project management office in the ministry. Mr. Obaid pledged strong support to the team's PMI at all the ministries and provinces.

Several training sessions were conducted in October including:

a. 5-day MS project and estimation technique training course for 10 project management staff of the Ministry of Science and Technology (MoST),

b. 5-day feasibility study training course for 19 project managers of the Ministry of Culture (MoCu) and the Anbar Governor's Office (GO),

c. 9-day project management processes course for 13 project managers of the Ministry of Education (MoEd),

d. 5-day feasibility study training course for 21 project managers of Ninawa & Kirkuk GOs and

Project management training course for MoST staff

e. five-day feasibility study course for 24 staff from the Babil GO.

Following the official formation of the "Acceleration Committee" for a case study project, the Head of Karbala GO Projects Department invited the team to accompany the committee on a site visit. The group assessed the project's progress, upcoming work, and potential problems. At the end of the visit, the committee chair asked the members to prepare a tracking report that will serve as the foundation of the case study.

3.6 Procurement Advisory Unit

The procurement team, in cooperation with Ministry of Planning, conducted a six-day procurement competency workshop for DGs from provincial procurement departments, with 16 participants representing 12 provinces: Anbar, Baghdad, Babil, Diwaniyah, Diyala, Karbala, Kirkuk, Maysan, Muthanna, Najaf, Salah Ad Din and Wasit. Following the procurement conference held jointly between the MoP and USAID-*Tarabot* last September, this special workshop was created to educate decision makers in provinces on the policy and procedures of the Iraq public procurement system that is expected to be finalized this year.

The team conducted competency workshops for participants from the MoE, the Diwaniyah GO, and the Municipality Directorate to provide training on modern procurement methods, the use of prequalification, and the procurement standard bidding documents. The MoE was represented by the contracts and legal

directorates, the inspector general (IG), and others. Diwaniyah Go was represented by the municipality manager, and his contract and project management sections.

The team held two-day workshops for participants from the departments of contracting, planning, and finance, and the bids evaluation committee from the Karbala and Wasit Governorates. The participants from Karbala requested training on the prequalification process and bids evaluation, and those from Wasit requested training on standard bids documents and performance indicators

Advisors met with officials from the General Commission of Buildings from the Ministry of Construction & Housing (MoCH). A procurement plan for 2012 projects was finalized and sent to the MoP for review. They also trained staff on advertising tenders and reviewed the procurement plan instructions, as instructed by the MoP.

Two-day workshops were conducted for the MoJ, Ministry of Human Rights, and the MoLSA on applying the standard procurement process and preparing a

Participants reflect on course material

procurement plan. MoJ participants also discussed performance indicators and the development of a contracting department web page.

3.7 Organizational Development Advisory Unit

The MoMD became the first ministry to approve a USAID-*Tarabot* proposal to establish an organizational development (OD) department. The unit will be directed by the Minister's Office, a sign of strong commitment.

The OD team met the Deputy DG of Planning and Monitoring for MoTr to discuss the possibility of a study tour for members of the ministry. Several MoTr staff members were nominated to be sent to the King Abdullah II Center for Excellence to attend an organizational development training course. Following an awareness workshop for 20 managers from MoEd, the OD team will recommend an additional 12.

COMSEC and the Ministry of Agriculture (MoA) met with the process development (PD) team to discuss the new jointly developed standard operating procedures. The MoEn steering committee and OD team agreed to prepare a three-year work plan to provide the development department with the necessary tools for sustainable administrative reforms.

The team completed a draft of the proposal, for internal review, to establish an Iraq Center for Excellence within the GoI.

The OD team, in cooperation with the service improvement (SI) team, met with the Deputy Minister of Labor and Social Affairs, Mr. Dara Hassan Rasheed. An agreement was reached on the organizational structure and development strategy of a permanent OD unit at the ministry. The team also met with managers from General Company for Ports (GCPI) and the Ministry of Transportation (MoTr) in Basrah to discussed progress, adherence to OD methodology and goals, and the possibility of establishing a permanent OD unit.

The head of the Citizens Affairs Directorate of COMSEC met with OD advisors to develop a strategy to spend the $25,000 allocated by the High Committee for Administrative Reform to develop a citizen complaint system. He agreed to use the funds to equip citizens' affairs offices throughout the country with new computerized hardware.

The OD team introduced the MoE steering committee to the team's methodology and services. The committee will assess establishing a permanent OD department inside the ministry.

AD team meets with MoE

3.8 Service Improvement Advisory Unit

The SI team met with the manager of the returned refugee's center in Al-Risafah (Karadah) to discuss establishing a database on the services that the center offers to citizens, including the provision of grants money to returned refugees. A steering committee meeting on how to improve the citizen complaint system was held at the MoE with the DG of Al-Karkh complaint center. The team agreed to work with the service improvement team at the vocational training center in Dhi Qar to prepare job seekers for employment. This will include developing training courses and linking job seekers to employers. The initial assessment recommended coordinating training courses and trainers according to the requirements of employers, giving specialized training to trainers to increase their capacity, and providing up-to-date hardware and software. The committee advised that all legislation, decisions and instructions related to job seekers should be activated. They also suggested that a series of meetings with employers, such as the ministry directorates and private companies, be held in order to inform them of the center and the specialized training it provides job seekers.

The team performed an initial assessment of the Intensive Care Unit tool at the Ministry of Health (MoH). An international scoring system was used as an indicator for the ICU and patient performance, and a presentation prepared with recommendations for improvement.

Assessing health institutions

A two-day public accountability workshop was conducted for 12 participants at the Ministry of Youth and Sports Directorate in Dhi Qar. The SI team met with the directorate to finalize plans for an initial assessment on services provided for girls. Site visits are scheduled to survey a number of girls on their recommendations on how to improve the program.

3.9 Service Centers Advisory Unit

The service centers team conducted a number of meetings and workshops on developing the terms of reference for a software system and implementing a system within government entities. A five-day workshop was conducted for MoJ to write the terms of reference for system software for one-stop-shop service centers. The team presented a summary automation plan to assist the ministry to create an

integrated software system. Officials from the municipality of Najaf (MoMPW), and the Arabiagis Company, met to discuss setting up a software system. A meeting with the service centers team was requested to discuss the Najaf application process and determine if it is compatible with a one-stop-shop approach.

The senior deputy minister of MoMPW met with service centers team to discuss the budget allocated to the directorate of municipalities from the cost share fund to establish a "one-stop-shop" in four provinces. the team presented a feasibility study for software design and application, and the software and hardware specifications required for the service centers. The group also discussed a study tour to Dubai with support from the deputy minister.

Long delays of current service centers

Accompanied by the director of social welfare, and the maintenance and projects manager, the team made a site visit to the directorate of social welfare (MoLSA) in Najaf province. They discussed the location of an integrated services center with the "One-Stop-Shop" approach. The team completed the site survey and will analyze the feasibility of building a service center on the site.

3.10 Quality Management Advisory Unit

The quality management team continued to conduct quality awareness workshops in the provinces. In a two-day workshop for Kirkuk GO, they introduced a variety of quality management themes, including management definitions, international standards, and quality concepts. Advisors presented the eight principles of quality, identification, and an explanation of the ISO9001:2008 compliance requirements. It was agreed that the QM team will continue cooperation with the GO, and provide ongoing technical support to enable the adoption of a quality management system and the establishment of a quality unit. The Deputy Governor, heads of directorates, and managers of departments, attended the workshop.

Ministry of Science and Technology meeting

The QM team introduced the associate DG of the public health department of the MoH, and other ministry officials, to the international standard ISO 9001:2008. The ministry agreed to nominate a pilot project to implement the quality management system of ISO9001:2008. The MoH, with QM team's assistance, will establish a central laboratory for medical device calibration.

The team held two workshops for the MoEd and MoCH introducing quality management themes, management definitions, quality concepts and their value to organizations, international standards, and the ISO9001:2008 compliance requirements. The team submitted technical advice on the organizational structure of the new quality department of MoEd.

The team met with the Senior Deputy Minister of Science and Technology (MoST), and discussed a road map to develop the ministry's capacity to implement the ISO9001 requirements.

COMSEC agreed to establish a quality management department after a QM advisor submitted a proposal with an organizational chart and job description, to the Secretary General of the Council of Ministers.

The QM team met with senior management of the General Company for Ports of Iraq and MoT in Basrah province to develop the firm's capacity to conform to ISO9000 international standards. The team will submit a proposal to establish a quality management unit, including designing its organizational structure and creating job descriptions all quality unit employees. They will nominate a pilot project to implement quality management system requirements and complete a gap analysis on the project.

3.11 Iraq Development Management System

The IDMS team assisted the MoMPW to complete uploading the 2013 projects to the IDMS. MoMPW sent an official letter to MoP informing them of the adoption the IDMS system.

A meeting was conducted with the manager of the MoT engineering department to discuss progress in implementing the IDMS application. The manager agreed to conduct a five-day workshop, following by three days of on-the-job-training to assist the ministry in uploading the 2013 projects to the IDMS.

In Erbil, a six-day workshop on the application, functions, and benefits of IDMS, was held for MoST and the Ministry of Agriculture (MoA), including the head of the investment planning unit for MoA, and the DG for the planning and follow-up department for MoST. Participants scheduled a meeting to upload their proposals for 2013. The team will assist with three projects from MoA and seven projects from MoST.

The MoMPW and the Sunni Endowment informed MoP that they will adopt the IDMS system and send their 2013 investment projects electronically.

The IDMS team met the Director General and deputy of the follow-up and monitoring directorate in COMSEC. COMSEC agreed to follow up with the government entities on implementing the IDMS and asked the team to support 188 projects supervised by the Prime Minister. COMSEC will instruct all entities related to these projects to use IDMS and asked for an IDMS account to train their staff.

IDMS workshop

The IDMS team completed a five-day workshop for 10 participants from MoLSA and MoEd to follow-up on their progress of uploading their capital investment projects for 2012 and 2013 to the IDMS.

The IDMS team met with the new manager of the Sectors Directorate from MoP, who is responsible for monitoring and approving capital investments projects. They explained the goals for implementing the IDMS and the current statues for all GoI entities on using the IDMS. They agreed that the head of the follow-up department will represent the DG in all IDMS matters.

3.12 Social Safety Net

The Karbala, Wasit and Muthanna SSN sites went live this month. There are now ten active sites, with over half a million beneficiaries registered, including the Baghdad headquarters, AL-Sadir, Karkh, Rusafa, Najaf, Diwaniyah, Diyala, Karbala, Wasit, and Muthanna.

Najaf and Diwaniya GOs used the new system to successfully initiate a payment distribution report, trained their teams, and helped them to fix any issues.

3.13 Education Capacity-Building Initiative

On September 20, at the American Embassy, the USAID Mission Director, Thomas Staal, and the Minister of Education, Dr. Mohamed Tameem, signed a Memorandum of Understanding (MoU), pledging cooperation and technical assistence for three USAID projects: *Tarabot*, Maharat, and Ajial.

The USAID-*Tarabot* project provides a variety of assistance to the Ministry, particularly on system reform and skills improvement for public administration. The recent MoU will enhance and extend its support in four core areas: capital investment projects, service improvement, administrative decentralization and staff capacity building. The Ministry of Education is one of Iraq's oldest and largest institutions. It provides primary and secondary education to seven million children in 21,000 schools, and has 600,000 employees.

The ECB held twelve workshops and two major meetings with the MoEd steering committee, launched the IT training courses, and undertook the provincial roll-out in three core areas.

The ECB senior advisor held two meetings with the MoEd Steering Committee at the *Tarabot* offices, with the Deputy Minister for scientific affairs and DG of training and development. The meetings covered the work plan updates, the provincial roll-out, additional budget items for the cost-share funds recently allocated to the MoEd by the GoI, and the new breakdown of the cost-share.

Training on advanced software

The IT workshops were held in the new IT lab on the *Tarabot* compound in Baghdad. The final IT course this month was an advanced level website design course introducing the Ministry to Joomla! software.

Fiscal Management held four workshops in Babil and Karbala, two at competency level and two at advanced level. The participants on the competency level course, held in Karbala, had never taken part in a workshop that specialized in their field, and were enthusiastic and engaged. The advanced courses were held in Baghdad, one of which used the MoEd training hall.

The communication & leadership team completed a series of workshops covering two competency courses in Kirkuk and Babil and two advanced courses in Baghdad using the MoEd's training facilities.

ECB also completed its first MS project workshop, a follow-up course to the project management processes course, and completed the first procurement workshop in the province of Babil.

The figures below show the number and distribution of the ECB intiative activities during the month of September.

	May	Jun	Jul	Aug	Sep	Oct	Total
Completed Classes / Focus Groups	**2**	**6**	**6**	**3**	**12**	**6**	**35**
Participants	**64**	**86**	**78**	**41**	**174**	**102**	**545**[2]
Financial Management	44	0	20	20	44	19	**147**
Communications and Leadership	0	30	16	21	52	31	**150**
Information Technology	0	0	0	0	38	24	**62**
Project Management	0	14	42	0	9	28	**93**
Procurement	20	24	0	0	12	0	**56**
Other[3]	0	18	6	11	19	0	**54**

Total Number of Participants by Gender

	Participants		
Courses	**Total**	**Male**	**Female**
35	545	267	265

Participants by Gender
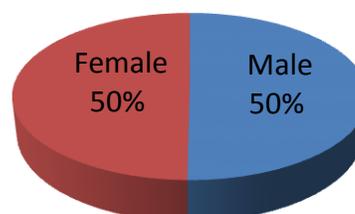
PROJECT ADMINISTRATION

Staffing and Deployment: The project has a staff of 33 expatriate and 244 local personnel, as of September 31, 2012.

Security, Facilities: The security situation remains sensitive in October, following the events of September related to an offensive film in the US and the tragic events in Libya.

---

[2] Number does not include participants in the focus groups

[3] Other includes special workshops and focus groups hosted by the ECB